



YOUTH SPORT TRUST

DIVERSITY ACTION PLAN

2017-2020



YOUTH
SPORT
TRUST

About us

The Youth Sport Trust is an independent UK charity devoted to changing young people's lives through sport. We are passionate about helping all young people achieve their full potential in life by developing high quality physical education and sport opportunities.

Established in 1994 by Sir John Beckwith and Duncan Goodhew, we have a proven track record of making an impact in PE and school sport.

Through our work with thousands of schools, we have independent knowledge and understanding of how PE and sport can make a difference to young people's lives and have a significant impact on academic achievement, school ethos and whole school standards.

Our mission

Our mission is to create a brighter future for young people through the power of sport. We believe every child has a right to access high quality physical education (PE), school sport and physical activity.

Our vision

We will strive to provide every young person with the opportunity to transform their lives through high quality PE and sport which has a positive impact on their wellbeing, leadership and achievement.

Our values

The way we work and our culture are underpinned by a core set of values: trust; responsibility; integrity; and partnership working. We seek to find flexible solutions that are adaptable to the evolving sport and education landscapes, as well as to the varied attitudes and behaviours of young people. We are proud of our achievements, and celebrate the impact we have made on generations of young people.

Message from our board

Equality and diversity at the core of our mission

Valuing diversity and tackling inequality go to the heart of what the Youth Sport Trust is all about. Through our work we strive to ensure that every young person has the opportunity to participate in high quality PE and sport, regardless of their background, ethnicity, gender, ability or indeed any other personal characteristic. A key part of our charitable mission is to break down the barriers to participation, transforming attitudes, perceptions and the practice of inclusive PE and physical activity.

The Trust is committed to building an environment that celebrates diversity and tackles all forms of discrimination. This applies not just to the work that we do, but the way we go about it. In this document we set out what we have done and will do to ensure that we, as an organisation, live up to our ambition of being a leading role model in promoting greater diversity and equality on a national scale.

As the board champion for equality and diversity, I am determined to ensure that the Trust continues to build on our strong position in this area. So, while our current board already meets the target for gender equality, we will be establishing a succession plan which ensures that the future make-up of the board represents an even greater variety of backgrounds.

It is fundamental to our mission that we have a board that is diverse in its composition and knowledgeable and experienced in equality and diversity.

Across the organisation we will review our selection and recruitment policy and procedures and continue to monitor diversity statistics. This extends to our Youth Board among whom we have the opportunity to grow a strong leadership pipeline of diverse talent.

We want the Youth Sport Trust to be acknowledged across the worlds of sport and education as a knowledgeable and influential partner in addressing inequalities and promoting diversity in sport. To achieve this we will continue to make ever greater strides towards increasing diversity within the organisation and ensure we do what we can to champion equality and diversity across everything that we do.



Tim Hollingsworth
Youth Sport Trust
board champion for
equality and diversity,
and Chief Executive of
the British Paralympic
Association

Recruitment

How the organisation will attract an increasingly diverse range of candidates.

Code for Sports Governance

Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board

Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board

Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBTQ and socio-economic)

Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Req 2.1

The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)

The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Req 2.2

Objective: Embed good diversity and inclusion practice into our recruitment activities and decision making processes of our YST Board.



Priorities	Actions	Person(s) responsible	Completion date
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Short term

Our Board will consist of a minimum of 30% of each gender. YST will demonstrate a strong commitment internally and externally to achieving greater diversity of the YST Board.

The Nominations, Governance and Remuneration Committee was set up earlier this year. In order to ensure we achieve diversity on the Board we have made sure that each gender is represented fairly on the Committee.

Update the HR management system to formally and systematically monitor the diversity profile of the YST Board taking into consideration protected characteristics and diversity of thought including personal experience and skills.

Director of Finance and Governance and Head of HR

December 2017

Terms of reference for YST Board to be amended and formally agreed to include a commitment to achieving a minimum of 30% gender parity.

Director of Finance and Governance

November 2017

Publish a clear statement including our diversity action plan on our website demonstrating our commitment of Board diversity.

Head of Corporate Communications

December 2017

Publish progress against actions on an annual basis.

Director of Finance and Governance

First update November 2018

Ensure recruitment and selection policies are scrutinised to by the Board.

Review existing recruitment and selection policy and procedures and update as necessary.

Head of HR

March 2018

Gain Board Approval to the recruitment and selection policy and procedures

Director of Finance and Governance

July 2018

Board continue to scrutinise recruitment and selection policy and regularly monitor the diversity stats for the organisation.

Director of Finance and Governance and Board Diversity Champion

Benchmark metrics will be set with November 17 data and reviewed annually from there on in.

Medium term

Use equality and diversity data to inform Board recruitment.

The current Board already has gender diversity and meets the minimum 30% of each gender. However, in order to get greater diversity in respect of the other diversity attributes we will advertise Board vacancies in a broad and targeted media i.e. Sporting Equals website.

NGR Committee with Head of HR

Immediate

Characteristics questionnaire to determine Board diversity has been set up. We will actively seek and encourage applicants from under representative groups including disability, BAME, LGBTQ etc.

2018 onwards

Engagement

Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally

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Objective: Ensure that all those involved in the organisation* understand its commitment to Diversity, and this commitment is clearly communicated to all YST Customers and Stakeholders.

*Staff, board, consultants, volunteers



Priorities	Actions	Person(s) responsible	Completion date
Short term			
Set responsibility for diversity at the highest level within the organisation.	Appoint a Board champion for equality and diversity with a clear role description and communicate this internally and externally.	Chief Executive	TH already appointed – need for comms and roles descriptor – December 17
	Equality and diversity strategy group with representation from senior leaders and staff with clear responsibility for driving diversity internally and reporting progress to Board on a regular basis.	Head of HR and Head of Inclusion	Group already set up – regular reporting to be implemented from 2018.
The Youth Sport Trust's commitment and stance on equality is made clear to all staff and partners.	Clear statement on our website	Head of Corporate Communications	March 2018
	Clear policy which is communicated throughout the organisation and includes mandatory training for all staff and informed by our equality partners.	Chief Executive and Head of HR	July 2018
	The Board regularly promote the work we do with young people and the inclusive nature of our work.	Chair	July 2018 onwards
Medium term			
To achieve an industry recognised equality standard.	To work towards fulfilling the criteria currently set out in the Advanced level in the Equality Standard for Sport framework.	Equality and Diversity Strategy Group	Immediate
	To work with our equality partners to influence internal practise and the practice of others in sport.	Equality and Diversity Strategy Group, Head of Inclusion	
	Annual completion of the Stonewall Equality Index to benchmark our practices.	Equality and Diversity Strategy Group	2018 onwards
Long term			
Youth Sport Trust is acknowledged across the sport and education sectors as a knowledgeable and influential partner in addressing inequalities and promoting diversity in sport.	Share knowledge, understanding and good practice of equality with landscape partners at both national and international forums.	Chief Executive, Senior Team and Head of Inclusion	2020

Progressing talent from within

A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.

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The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Req 2.2

Objective: To have a Board that is diverse in its composition but also is knowledgeable and experienced in equality and diversity.



Priorities	Actions	Person(s) responsible	Completion date
Short term			
To ensure all Board members are clear and understand their legal responsibilities as clarified in the Equality Act and obligations in relation to the Code of Governance.	The Board are provided with training in understanding their legal and moral obligations around diversity. This will include the Board's effectiveness, unconscious bias and diversity of thought. They will also be given an understanding of the range of protected diversity including protected diversity that exists including gender, sexual orientation, BAME etc.	Chair & Board Equality & Diversity Champion	July 2018
	The Board Champion for Equality and Diversity works with the Equality and Diversity Strategic Group to ensure all Board members have an appropriate level of knowledge to fulfil their role.	Board Champion supported by Equality & Diversity Strategy Group	July 2018
	The Board has a regular agenda item focused on equality and diversity.	Chair and Chief Executive	November 2018 onwards
Our Youth Board will consist of a minimum of 30% of each gender. YST will demonstrate a strong commitment internally and externally to achieving greater diversity of the YST Youth Board.	Update the HR management system to formally and systematically monitor the diversity profile of the YST Youth Board taking into consideration protected characteristics and diversity of thought including personal experience and skills.	Head of HR	January 2018
	Terms of reference for YST Youth Board to be amended and formally agreed to include a commitment to achieving a minimum of 30% gender parity and greater diversity.	Director of Finance & Governance	March 2018
	Publish progress against actions on an annual basis.	Director of Finance & Governance & Head of Corporate Communications	December 18 onwards (first comparison data will be made available in November 18)
Medium term			
Grow the expertise of the Youth Board to develop a strong leadership pipeline.	A mentor programme to be established where YST Board members mentor YST Youth Board members.	Chair, Director of Finance & Governance, & Head of HR	January 2019
Develop a pipeline of diverse talent from our networks and partners.	Communicate opportunities to our network and take active steps to encourage applications from members of our network with diverse characteristics i.e. Headteacher Ambassadors, Community organisational partners.	Chief Executive	January 2019
Long term			
The Chair of the Youth Board to be an observer of the YST full Board.	Design and agree a talent programme with the Board.	Chair, Director of Finance & Governance, & Head of HR	July 2019

Key questions

How does this feed into our broader governance plan?

Diversity is one of the underlying principles in our governance processes and procedures that YST is now updating. The terms of reference for the main Board and the Nominations, Governance & Remuneration (NGR) Committee include reference to diversity. In addition to this, the NGR Committee is now advertising all Board posts in an open and competitive manner.

YST has now compiled a "characteristics" matrix that collects information on individual Board members. This coupled with the skills matrix will help us in understanding the diverse nature of the Board.

The overall governance action plan requires a succession plan to be put in place for Board members. The succession plan will address the diversity requirements.

Who are the key people responsible for the delivery of this plan?

The Chair of YST has ultimate responsibility, supported by the Board Equality and Diversity Champion and Director of Finance and Governance.

Specialist support will be provided by the Head of HR, Head of Inclusion and the Organisational Equality and Diversity Strategy Group.

How does your Diversity Action Plan (DAP) cross-reference other parts of the code or other relevant equality or diversity monitoring standards/framework?

Sports Equality and Diversity Standards Framework

Stonewall Equality Index

How will we measure overall success?

We will use the skills matrix and characteristics questionnaire together with personal CVs to establish the composition of the Board. Benchmark information will be collected during the current calendar year.

We will conduct such measurements on an annual basis and will be able to track the progress made against the targets set.